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BILL HASLAM  
Governor

TO: President M. David Rudd  
University of Memphis

FROM: Mike Krause 

SUBJECT: University of Memphis  
Letter of Notification: Doctor of Liberal Studies (DLS)

DATE: July 14, 2017

In accordance with THEC policies, colleges and universities are required to submit Letters of Notification for authorization to proceed with developing proposals for new academic programs. The THEC Financial Projection Form for the proposed program must accompany the letter of notification to plan. Upon THEC approval to proceed with developing proposals, institutions should do so in a manner consistent with THEC policies and criteria.

Proposed programs must document relevance to institution's mission, provide enrollment, graduation and financial projections, document employer and student demand, describe the anticipated evaluation process, and certify that the proposed program will not unnecessarily duplicate existing offerings at other Tennessee public institutions. The proposal must ensure faculty sufficiency, existence of student support resources, and adequacy of library, space, equipment, and technology.

I approve the University of Memphis' Letter of Notification (LON) to plan the Doctor of Liberal Studies program. As the institution develops the New Academic Program Proposal (NAPP), all concerns identified in the LON evaluation must be addressed in a separate document and/or clearly referenced in the NAPP. It is understood that the proposed program will be in accordance with the institutional mission and will meet *Tennessee Public Agenda for Higher Education 2015-2025* degree completion and workforce development objectives.

The LON projects implementation of an approved Doctor of Liberal Studies program in Spring 2018. Please be advised that the approval and the attached LON evaluation will be posted on the THEC website for public disclosure.

cc: Dr. Karen Weddle West  
Dr. Jasbir Dhaliwal  
Betty Dandridge Johnson

**Tennessee Higher Education Commission**  
**Letter of Notification Evaluation**  
**July 11, 2017**

**Institution:** University of Memphis

**LON Submission Date:** June 22, 2017

**Academic Program, Degree Designation:** Liberal Studies, DLS (Doctor of Liberal Studies)

**Proposed CIP Code:** 16.24.0101.00

**Proposed Implementation Date:** Spring 2018

**Time Period Posted on Website for Public Comment:** June 23, 2017- July 7, 2017

Criteria	Comments
<b>Letter of Support from President/Chancellor</b>	<ul style="list-style-type: none"> <li>Letter of Support from President Rudd indicating that University of Memphis BOT approved the proposal for development of the proposal at the June 6, 2017 BOT meeting.</li> </ul>
<b>Overall Comments</b>	<ul style="list-style-type: none"> <li>The proposed program consists of a 15 SCH core within the 54 SCH degree. The balance of the program is designed by the student (in consultation with the Graduate Coordinator) which includes 33 hours across at least two disciplines with no more than 18 SCH in any one discipline. Students should be prepared to engage in multiple disciplines in their pursuit of innovative, interdisciplinary education. They will also complete an oral comprehensive exam and defend their 6 SCH dissertation or a community-based capstone project which enhances the student's workplace or the community.</li> <li>The feasibility study conducted by EAB is not informative for the LON as it provides no Tennessee specific data with the exception of the top employers and regional demand which is stated versus the local need for the proposed DLS program.</li> <li>The LON does not address University of Memphis' membership within the <a href="#">Association of Graduate Liberal Studies Programs</a> (AGLSP). Additionally, the LON doesn't address University of Memphis long-standing and productive baccalaureate and master's and programs in liberal arts. The NAPP should address/recognize the significance (and trends) of AGLSP.</li> </ul>
<b>Purpose and Nature of Program</b>	<ul style="list-style-type: none"> <li>This program is designed for part-time adult students who are employed full-time to explore topics in ways that cut across traditional disciplinary boundaries.</li> </ul>
<b>Alignment with State Master Plan and Institutional Mission</b>	<ul style="list-style-type: none"> <li>The proposed DLS program aligns with the institutional mission statement as it relates to an interdisciplinary focus. The proposed DLS responds to requests UoM have received for an interdisciplinary doctoral program for working professionals and practitioners</li> </ul>
<b>Feasibility Study (Conducted by EAB, August 2016)</b>	
<b>Student Interest</b>	<ul style="list-style-type: none"> <li>The feasibility study conducted by EAB used a comparison reference for existing DLS programs. The following competitor programs were used to analyze various data points: Washington State University, Southern Methodist University, Washington University, Georgetown University, and Tufts University.</li> <li>The EAB report indicates that competitor programs graduate from a</li> </ul>

	<p>range of 2 – 15 students annually.</p> <ul style="list-style-type: none"> <li>▪ Not addressed for Tennessee (page 16)</li> </ul>
<b>Local and regional need</b>	<ul style="list-style-type: none"> <li>▪ According to the BLS, regional demand for doctorate-level studies graduates increased 57% from 2013 to 2016.</li> <li>▪ Only 0.2% of the demand for PhDs in Liberal Studies is within the Memphis area (35 out of 1681 postings as shown on page 11. Tennessee as a whole captures 102 postings or only 6 percent of the positions (page 11). Address the local need for the proposed DLS program.</li> </ul>
<b>Employer need/demand</b>	<ul style="list-style-type: none"> <li>▪ Steady growth employer demand is shown for a three year period on page 9. Interest in top employers focuses on liberal studies skills of communication, research and writing.</li> </ul>
<b>Future sustainable need/demand</b>	<ul style="list-style-type: none"> <li>▪ The New Academic Program Proposal must address the future sustainability of the proposed program.</li> </ul>
<b>Supporting Documentation of Costs Met through Internal Reallocation or Other Sources</b>	<ul style="list-style-type: none"> <li>▪ Internal reallocations will not be needed to support the proposed DLS program. The program will rely on tuition and fees.</li> </ul>
<b>THEC Financial Projection Form</b>	<ul style="list-style-type: none"> <li>▪ The THEC Financial Projections reflect a balanced budget. Initially, no new faculty will be needed to start the program. Expenditures are outlined for faculty stipends to serve on dissertation/capstone committees.</li> </ul>
<b>Institutional Capacity to Deliver the Proposed Program</b>	<ul style="list-style-type: none"> <li>▪ University of Memphis anticipates using existing faculty and courses to deliver the proposed DLS courses.</li> </ul>
<b>No Unnecessary Duplication</b>	<ul style="list-style-type: none"> <li>▪ There are no Liberal Studies DLS programs currently offered at public and private institutions in Tennessee. The proposed DLS program will be a unique doctoral program offering.</li> <li>▪ Master's programs in liberal arts are offered by the University of Memphis, East Tennessee State University, Middle Tennessee State University and Vanderbilt University.</li> </ul>
<b>Public Comments</b>	<ul style="list-style-type: none"> <li>▪ No comments were submitted.</li> </ul>

#### University of Memphis - Productivity: Liberal Studies Program Offerings

<b>CIP Code</b>	16.24.0101.00	16.24.0101.00	16.24.0101.11
<b>Academic Program</b>	LIBERAL STUDIES	LIBERAL STUDIES	LIBERAL STUDIES
<b>Degree</b>	Bachelor	Master's	Graduate Certificate
<b>2011-2012</b>	21	24	
<b>2012-2013</b>	14	26	
<b>2013-2014</b>	19	22	
<b>2014-2015</b>	16	23	
<b>2015-2016</b>	18	20	2
<b>5 Year Average</b>	<b>18</b>	<b>23</b>	